US Army Accessions Command & BOLC

Leader Development Summit 19 NOV 08

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Purpose

- To provide an overview of the US Army Accessions Command’s organization, roles, functions, and responsibilities.

- To provide a similar analysis of Accessions Command’s major subordinate commands:
  - US Army Cadet Command
  - Officer Candidate School
  - BOLC Outcomes

Agenda

- USAAC
- USACC
- OCS
- BOLC Process/Outcomes

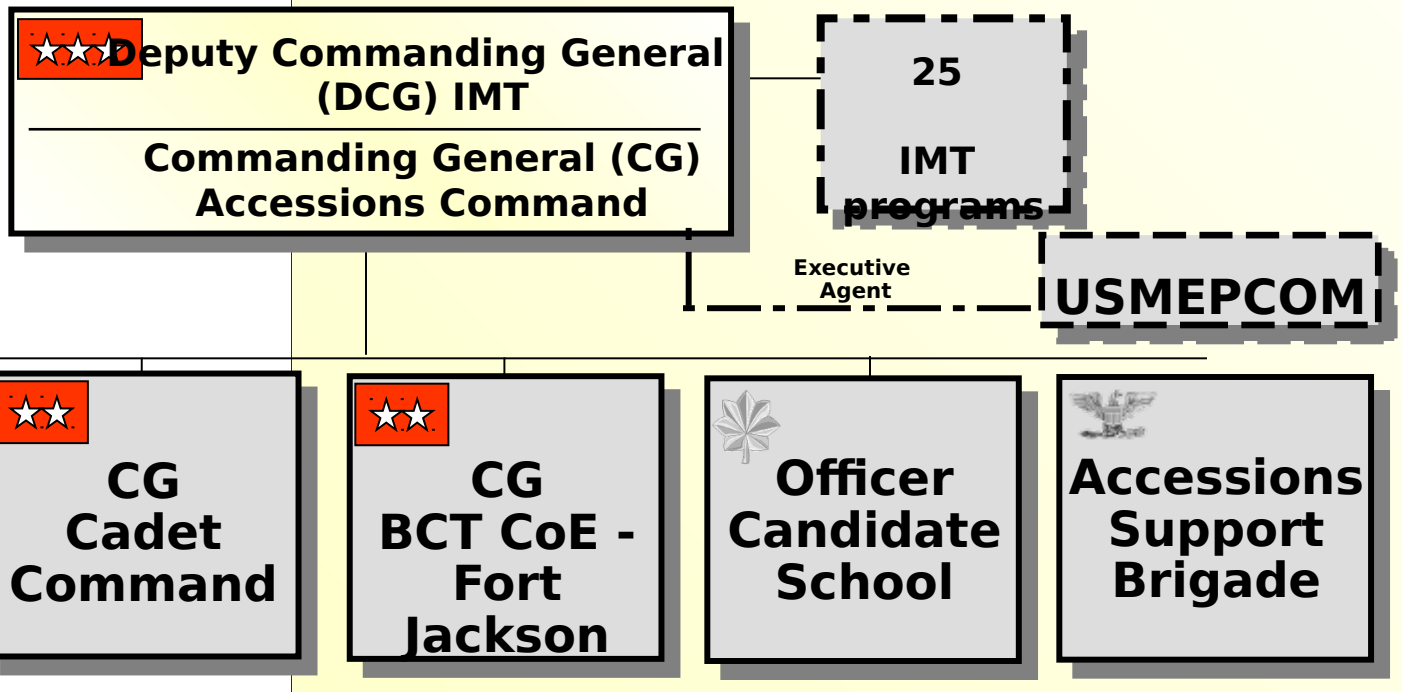
USAAC Mission and Organization

AAC is the Army organization that:

- **Accesses the force**
- **Trains Soldiers and develops leaders for their first unit**
- **Produces Soldiers for a modular, expeditionary Army**

AAC Mission

Right Soldier, Right Skills, Right Place, Right Time.



AAC IMT Responsibilities

- **Train recruiters, drill sergeants, and other IMT cadre**
- **Serve as the functional proponent for IMT:**
  - **Basic Combat Training (BCT)**
  - **One Station Unit Training**
  - **Advanced Individual Training (AIT)**
  - **Drill Sergeant School**
  - **Reception Battalion Operations**
  - **Pre-commissioning Policy and Training**

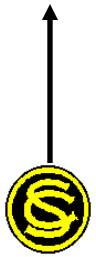
  Tasks
  - **Reserve Officer Training Corps (ROTC)**
  - **Officer Candidate School (OCS)**
  - **Warrant Officer Candidate School (WOCS)**
  - **Basic Officer Leader Course (BOLC) I-III**
  - **Warrior Transition Course**
  - **Recruiting and Retention School**
  - **Physical Fitness School**
  - **Warrior Tasks and Battle Drills (WTBD)**

  Review

Accessions Command: Footprint Across America

Over 3500 points of presence!

+ 1215 SROTC Partners



SROTC = Senior ROTC JROTC = Junior ROTC

US Army Cadet Command

Cadet Command: Developing Leaders

Mission

To *commission* the future officer leadership of the US Army and *motivate* young people to be better citizens.

***S**cholar*
***A**thlete*
***L**eader*

Leader Development

Recruit Develop Retain Commission

"Agile & Warrior Leader

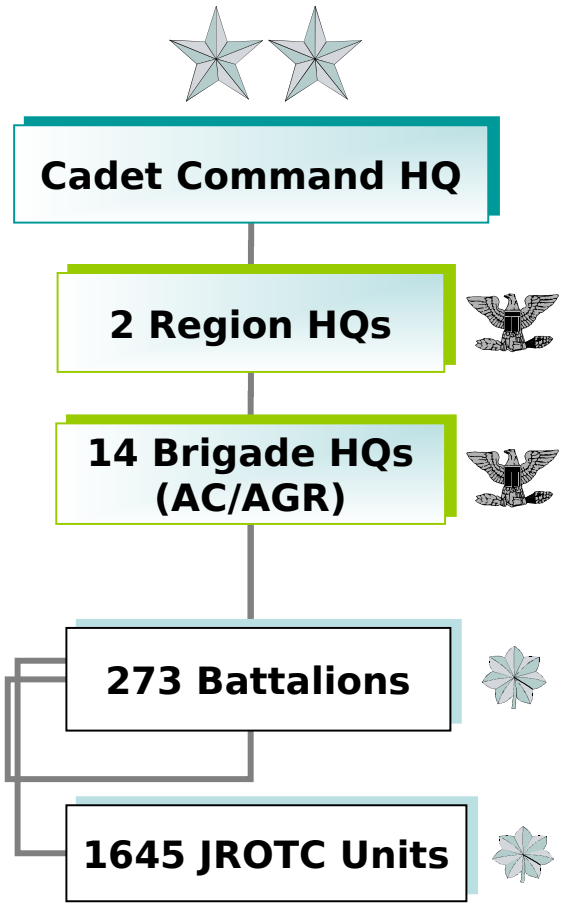
METL

- **Recruit quality cadets**
- **Retain quality cadets till commissioned**
- **Develop competent, agile & adaptive leaders**
- **Sustain the force**
- **Support JROTC**

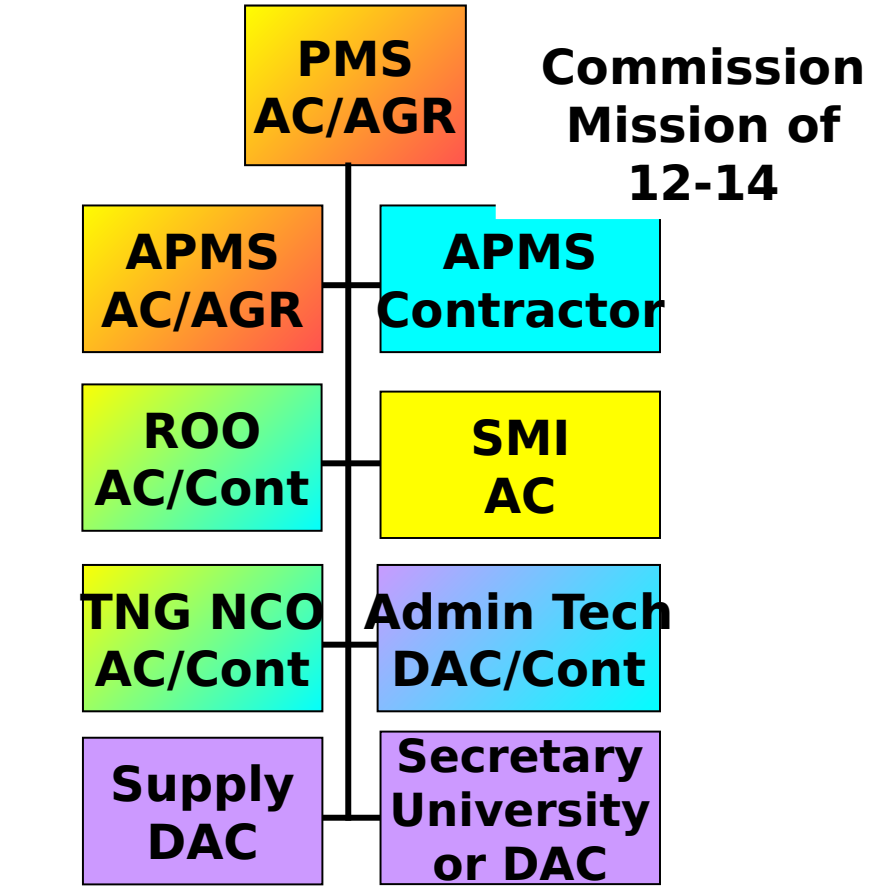
Cadet Command Structure

Command Structure

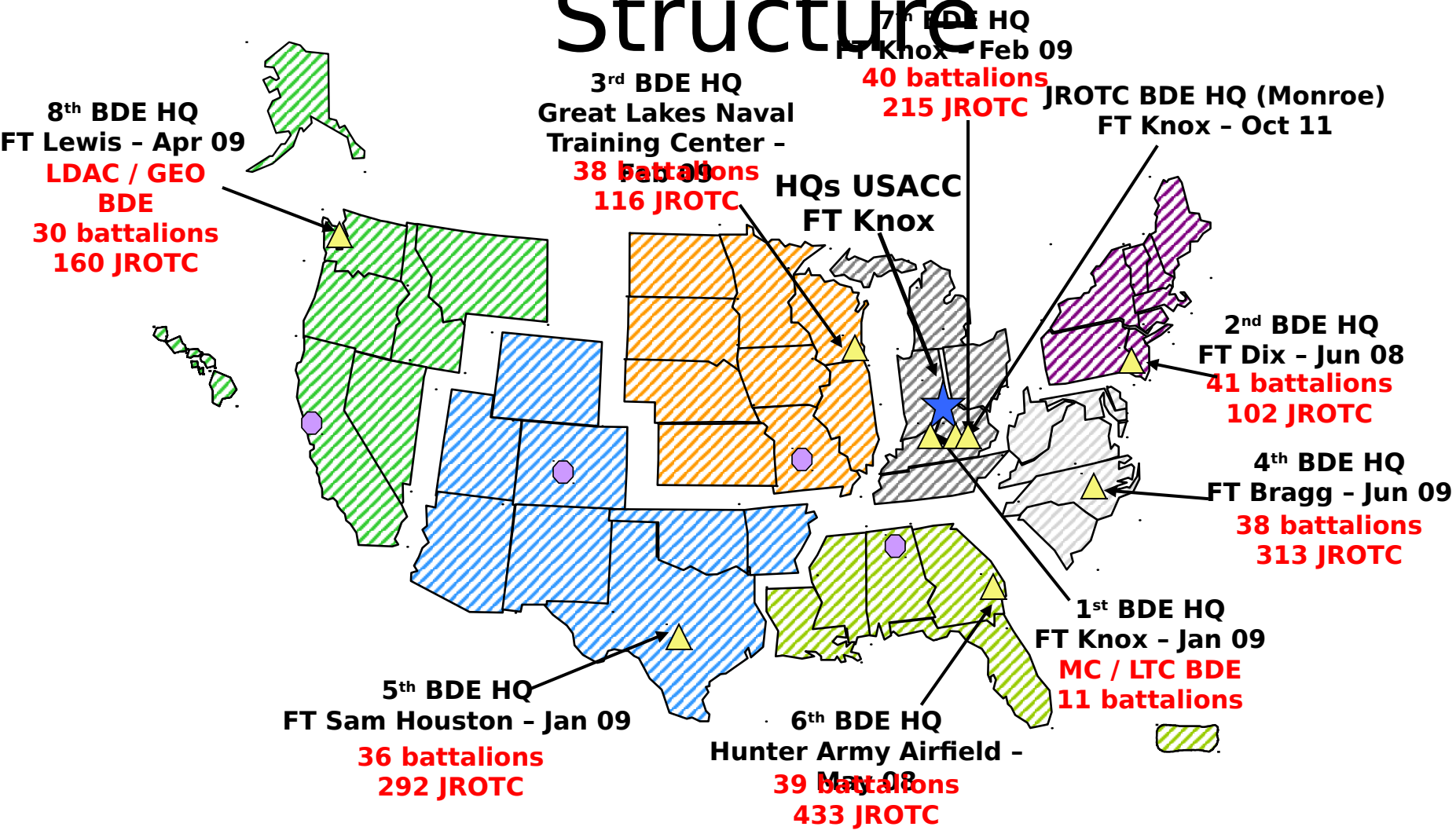
Effective 1 June 03



Typical Cadet Command Battalion



Transformed USACC C2 Structure



Senior ROTC Production

FY 06-09 Mission: 4500

4275 Line Officers

2525 Active Component

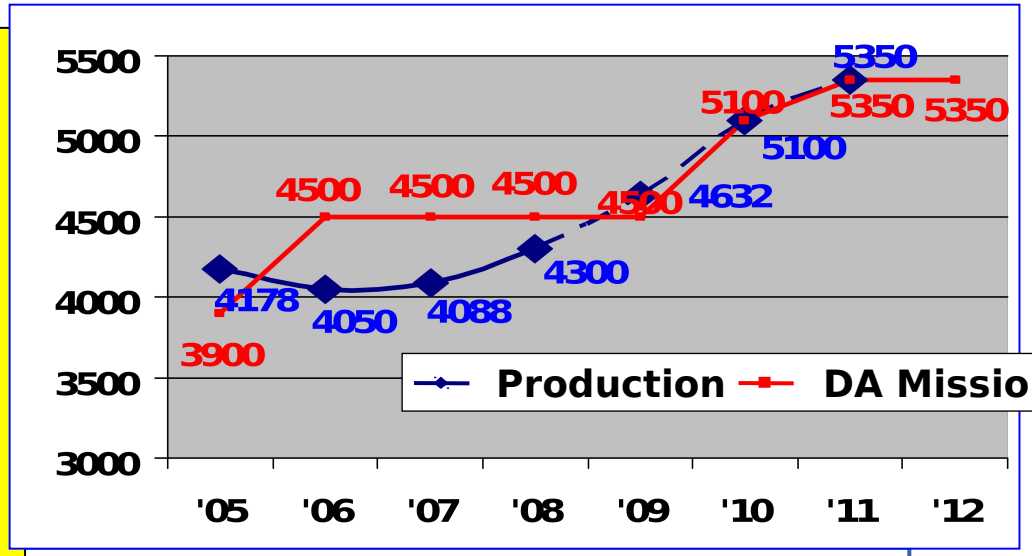
(2350 Line; 175 MSC)

650 Army Reserve

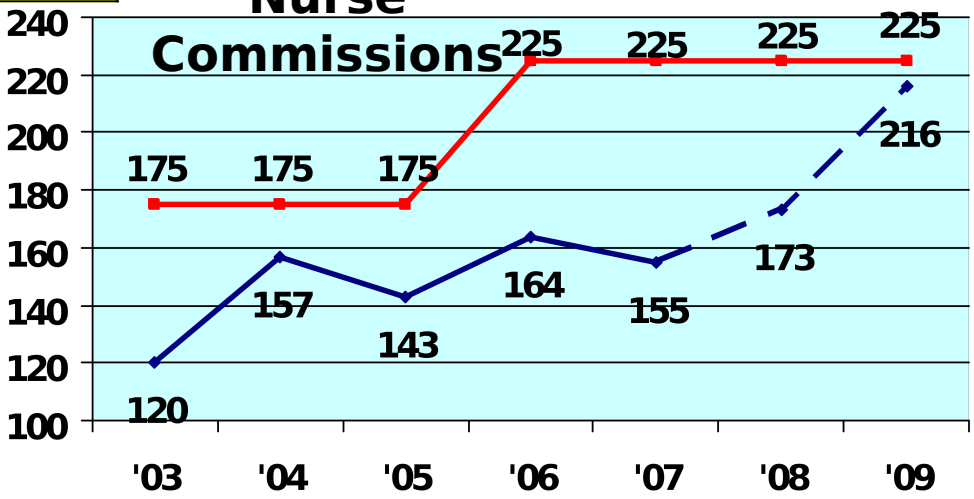
1100 Army National Guard

s

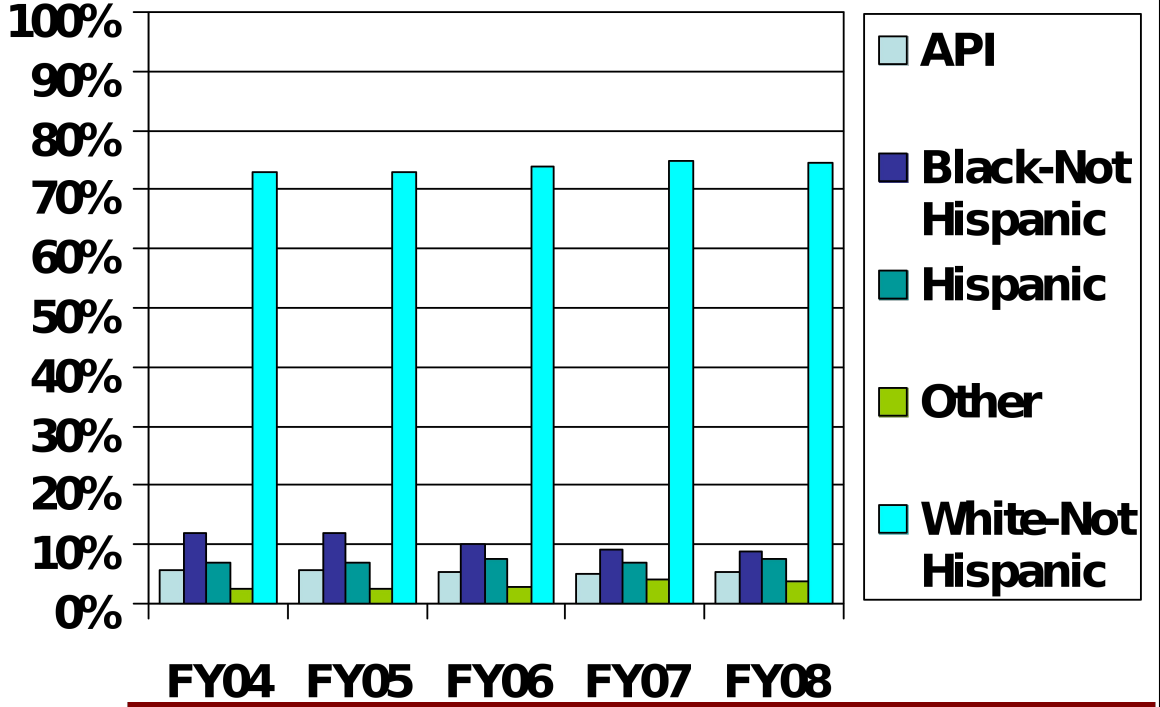
Total Commissions



Nurse Commissions



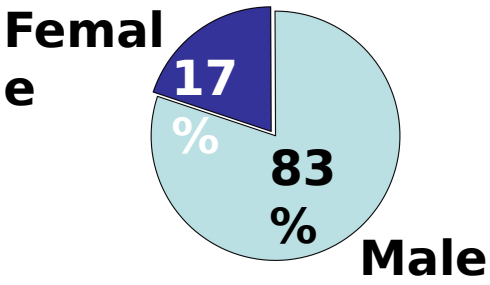
USACC New Lieutenant Profile



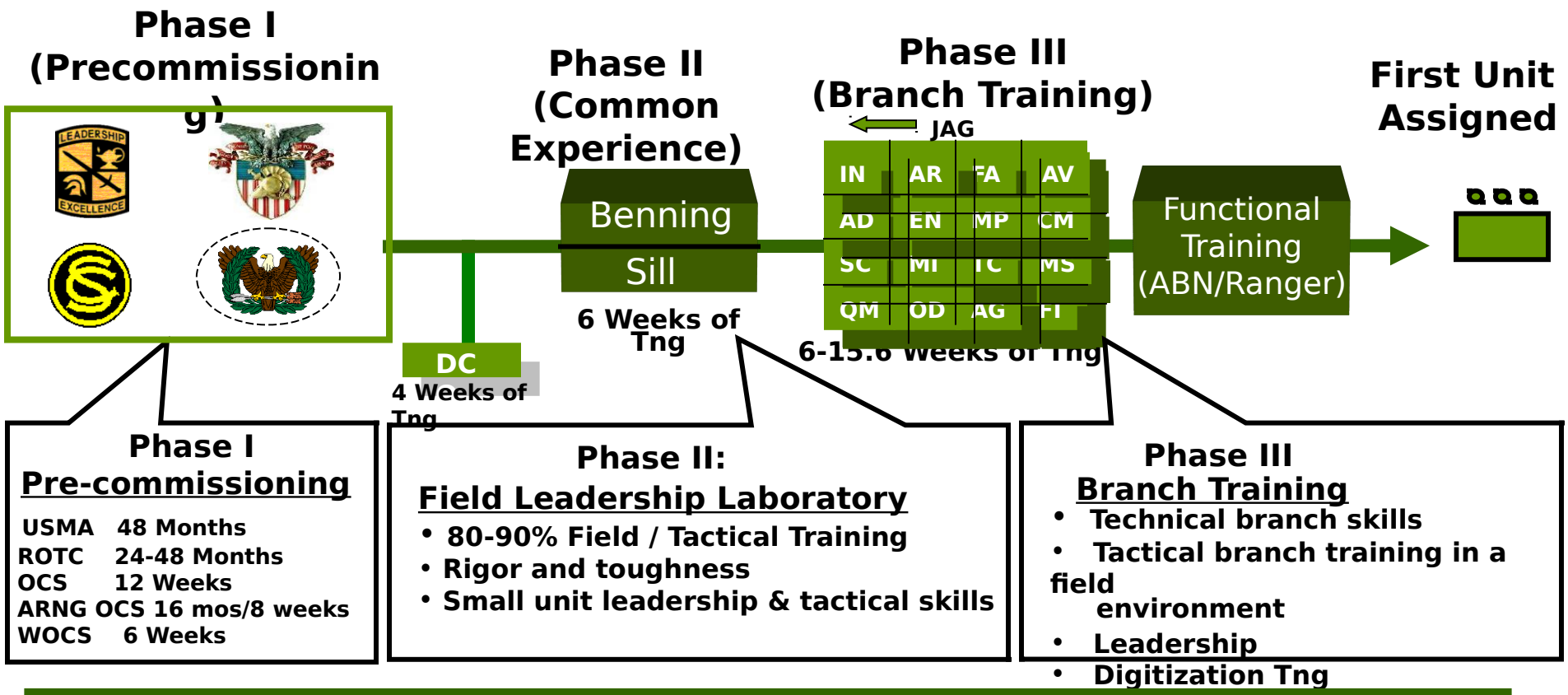
Avg 2LT	FY07	FY08
GPA	3.1	3.1
Academic Discipline Mix	1 - Generalist	1 - Generalist
APFT	257	262
Age at Commissioning	24 yrs	23 yrs, 10 mos
AC/RC Duty %	69%/31%	62%/38%

2LT Kyle McElhaney
Commissioned Dec 2007
UNIVERSITY OF MISSISSIPPI

FY 08 Gender



BOLC Model



Benefit to The Army

- Competent, confident and adaptable leaders who can solve dilemmas, make rapid decisions and lead Soldiers in the Contemporary Operating Environment
- Leaders who share a common bond with their combined arms peers ical environments upon arrival at

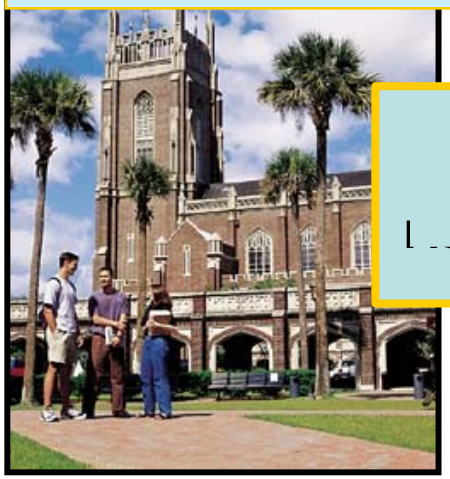
JAG = Judge Advocate General ABN = Airborne DCO = Direct Commission Officer

ROTC Program Model: BOLC I

The Progression model supports the Leader Development timeline

Basic Course

Warrior Forge Leader Development & Assessment Course



Progression Model

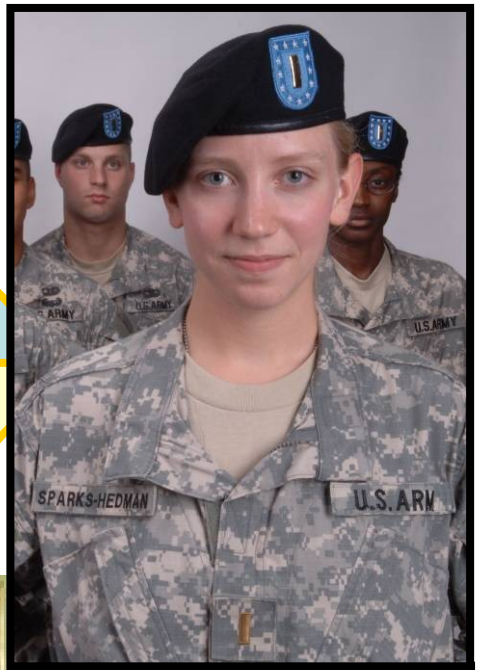
MSL III

MSL IV

Lateral Entry

Leader's Training Course

LTC Provides Basic Course Credit



"Officership" The Bar of Gold

BOLC I: ROTC Program Overview

BASIC COURSE | **ADVANCED COURSE**

MSL I Freshman	MSL II Sophomore	MSL III Junior		MSL IV Senior	
MSL 101 Leadership & Personal Development	MSL 201 Innovative Team Leadership	MSL 301 Adaptive Tactical Leadership	Leader Development & Assessment Course (LDAC) (Mandatory for All Cadets)	MSL 401 Developing Adaptive Leaders	Objective Agile Adaptive Leaders
MSL 102 Introduction to Tactical Leadership	MSL 202 Foundations of Tactical Leadership	MSL 302 Leadership in Changing Environments		MSL 402 Leadership in a Complex World	
1 Class/Week 1 Leadership Lab/Week PT FTX	2 Classes/Week 1 Leadership Lab/Week PT FTX	3 Classes/Week 1 Leadership Lab/Week Professional Military Education PT		3 Classes/Week 1 Leadership Lab/Week Professional Military Education PT FTX	

or
-Placement Credit (Vet/BCT/JROTC)
-Leader's Training Course (LTC)
-Accelerated Cadet Commissioning Tng

MSL = Military Science and Leadership

Active Learning and Leadership Development

Standardized campus and summer course training: synergism of leader development, military skills, and academics

Basic Officer Leader Course (BOLC)
Common Core Task List Summary
Revision Approved by CG, USAAC:

Total Tasks: 80

	BOLC I	BOLC II	BOLC III
P = Programmed Training	**51**	**12**	**3**
I = Integrated Training	**0**	**42**	**37**
A = Awareness Training	**16**	**5**	**3**
R = Refresher Training	**0**	**0**	**1**
Total Tasks Trained:	**67**	**59**	**44**

- **P = Programmed Training**: *Is listed in POI with prescribed number of hours, specific learning objectives and concludes with an evaluation of proficiency or knowledge.*
- **I = Integrated Training**: *Conducted with other training. These subjects do not usually appear on the training schedule as separate entities.*
- **A = Awareness Training**: *Can be accomplished with briefings, orientations, handouts, posters by the chain of command to increase knowledge or awareness in subject.*
- **R = Refresher Training**: *Reinforces or reviews important skills; frequency is left to the commander's discretion.*

Curriculum Structure: 5 Tracks

Values & Ethics	Personal Development	Leadership	Tactics & Techniques	Officership
Army Values	Health and Fitness	Army Leadership Framework	Map Reading & Land Navigation	Army Heritage, Customs, & Traditions
Warrior Ethos	Goal Setting	Leadership Development Program (LDP)	Troop Leading Procedures	Army Institutional Knowledge
Military Professional Ethics	Time Management	Applied Leadership Theories	Problem Solving	Military Operational Theory
Consideration of Others	Stress Management	Motivation	Military Decision Making Process	Army Training Management
Equal Opportunity	Communication Skills	Team Building	Squad & Platoon Tactics	Personnel and Career Management
Command Policies on Improper Relationships		Cadet Battalion Leadership Roles	Contemporary Operating Environment	Military Justice and Discipline
				Cultural Awareness

Leader's Training Course (LTC)

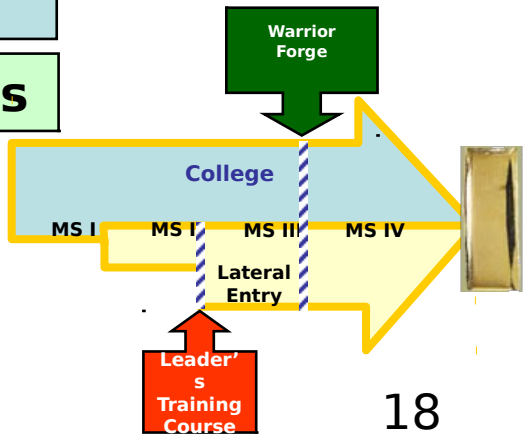
- Introduce Cadets to Warrior Ethos and Army Values
- 29 Days at Ft. Knox, KY
- Participants receive credit for MSL I and MSL II coursework

PHASE 3 PHASE 4

Individual / Collective Skills	Experiential Leadership	Recovery & Graduation
21 Days	4 Days	4 Days

- Technical / tactical proficiency
- Self confidence
- Team building

- Mental and Physical Challenges
- Teamwork, esprit

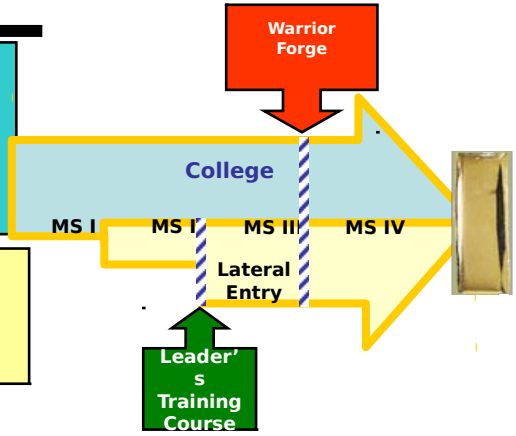


Warrior Forge (Leader Development and Assessment Course)

- Evaluate Leadership Skills and Reinforce Warrior Skills
- 33 Days at Ft Lewis, Washington
- All cadets must attend prior to commissioning

TRAINING SEQUENCE

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
MED / INPROC APFT LAND NAV	CONF TNG BRM / US WPNS FIRE SPT FIRST AID	FLRC / HG ITT BRANCH ORT	SQUAD STX	PATROL STX



INDIVIDUAL SKILLS

- Technical / tactical proficiency
- Self confidence
- Team building

COLLECTIVE SKILLS

- Small unit operations and leadership
- Mission focus
- Teamwork, esprit

Cadet Practical Field Training (CPFT)

- The program includes training at Army schools and special courses including:
  - Airborne, Air Assault, Cadet Field Training (USMA), Mountain Warfare, Northern Warfare, USMA Sandhurst Competition, and Sapper Leader Course, Helicopter Flight Training

CTLT –Cadet Troop Leader Training

- Cadets experience leadership in:
  - Army Table of Organization (TO&E) units
- Cadets serve in positions where a second lieutenant is normally assigned.
- Positions vary in duration depending on the host unit and location (general rule is CONUS three weeks; OCONUS four weeks).

DCLT - Drill Cadet Troop Leader Training

- Cadets serve in a platoon leader or executive officer positions in IMT companies and work closely with Drill Sergeants and other cadre.
- Cadets experience leadership training with Initial Military Training (IMT) Companies.
- Positions lengths vary in duration depending on the host unit and location.
- Cadets must attend a Staff Cadre Training Course (SCTC) prior to training in IMT units .

Internships available in FY08

Army Medical Department Internship Program (AMEDDIP) - Surgeon General's Office (USASGO)

Army Science Board (ASB) - DA, Senior Science Advisory Panel, Secretary of the Army, Science & Technology

Public Affairs Officer Internship Program (PAOIP)

Research Internship (RIP)

Chaplainry Internship Program (CHIP) –Chaplain Corps

Health Facility Planning Agency Internship Program (HFPAIP) -Health Facilities Planning Agency

Engineering Internship Program (EIP) - Corps of Engineers

Helicopter Flight Training Program – North Dakota NG

Judge Advocate Internship Program (JAGIP) – US Army Staff Judge Advocate (SJA)

National Ground Intelligence Center Internship Program (NGCIP)

Nurses Summer Training Program (NSTP) - US Army Nurse Corps

United States Army Officer Candidate School (OCS)

Candidate Background

College Option

- **4-year Degree**
- **Attend Basic Training**
- **Attend OCS**

Merrill Lynch

Microsoft

Prior Service

- **Minimum of 90 college credits**
- **Must complete degree before promotion to CPT**
- **All ranks, including E7, E8 and Warrant Officers**

Total Army

- **Regular Army**
- **Army National Guard (ARNG)**
- **Army Reserve**

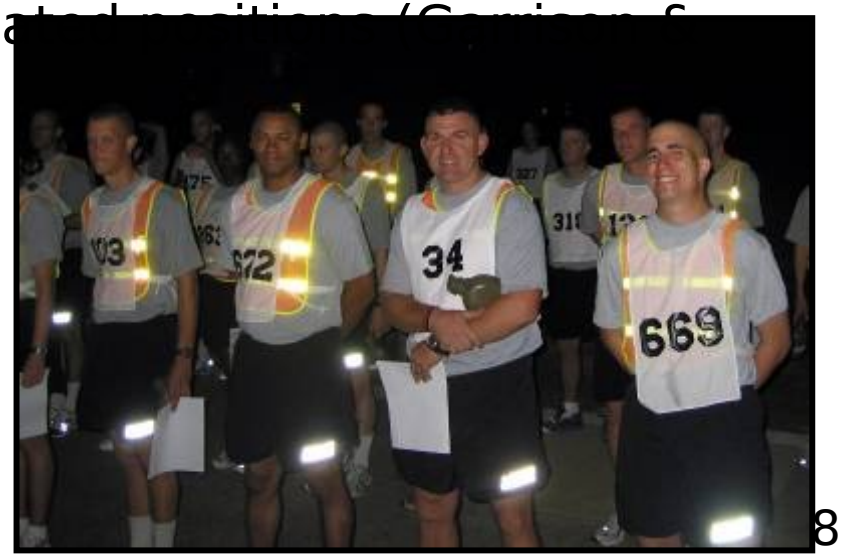
Very successful people with a lot of talent

BOLC I Outcomes

- Values and Ethics
  - **Newly Commissioned / Appointed Officer who knows and understands Army values and begins to demonstrate them**
- Leadership
  - **Newly Commissioned / Appointed Officer who demonstrates knowledge of core leadership attributes and competencies and apply fundamentals of leadership at team and squad levels**
- Officership
  - **Understands and embraces the concept of officership**
- Personal Development
  - **Understands responsibilities of an officer for self development (physical, mental, spiritual and emotional) outside the institutional and organizational domains**
- Technical Competence
  - **Possesses fundamental knowledge and understanding of basic military skills and Army management systems required of a junior officer**
- Tactical Competence
  - **Possess basic military skills and demonstrates knowledge of the orders process and troop leading procedures while executing small unit tactics**
  - **Experiences an introduction to WTBD and fundamentals of Army operations**

Graduation Requirements

- Meet Army height & weight standards
- Pass two APFT's – initial & final
- Attempt obstacle confidence course
- Attempt Combat Water Survival Test (CWST)
- Achieve above 70% on 9 academic tests
- Pass both day & night land navigation tests
- Complete 3,4 & 5 mile release runs
- Complete two 5 mile, two 7 mile, and one 10 mile foot march
- Pass 50% of leadership evaluated positions (Garrison & Field)



12 Week Overview

Basic Officer Candidate Phase

Reception Day

Week 1
- In processing
- Initial APFT
- OCS Orientation
- Bolton Obstacle Course
- Combat Water Survival Test

Week 2
- Call for Fire Class/Exam
- Warrior Basic Combat Tasks Training
- Applied Map Reading (Land Nav Intro)

Week 3
- Leadership Classes
- Military Justice Classes
- Ethics Classes
- Personnel Management System Class
- Planning & Supervision Class
- Leadership Reaction Course

Week 4
- Tactics & Operations Classes
- Terrain Walk (Bush Hill)
- OPORD Development

Week 5
- Grammar / English Classes
- Military Supply Class
- Army Training Management System
- OPORD Briefs

Week 6
- Senior Officer Candidate Review
- Branching Ceremony
- Military History Classes
- Military Intel Class
- Grammar / Briefings / English Class

Senior Officer Candidate Phase

Week 7

Field Leadership Exercise I (FLX I)
- Team & Squad Level Battle Drills and Tasks
- Patrol Base Operations

Week 8

Exercise II (FLX II)
- Squad Operations / STX's
- Tactical Assembly Area Ops
- Land Navigation (TM/IND Test)

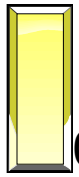
Week 9

Continued
- Platoon Operations / STX's
- Tactical Assembly Area Ops
- Land Navigation (TM/IND Test)

Week 10
- FLX II Recovery Inspection
- Military History Classes
- Mentor Session
- Briefings (PE)

Week 11
- Final APFT
- Mentor Session (MCCC)
- Soldier Team Development
- Officership Seminars
- Financial Management
- Admin / Out processing
- Briefings (PE)

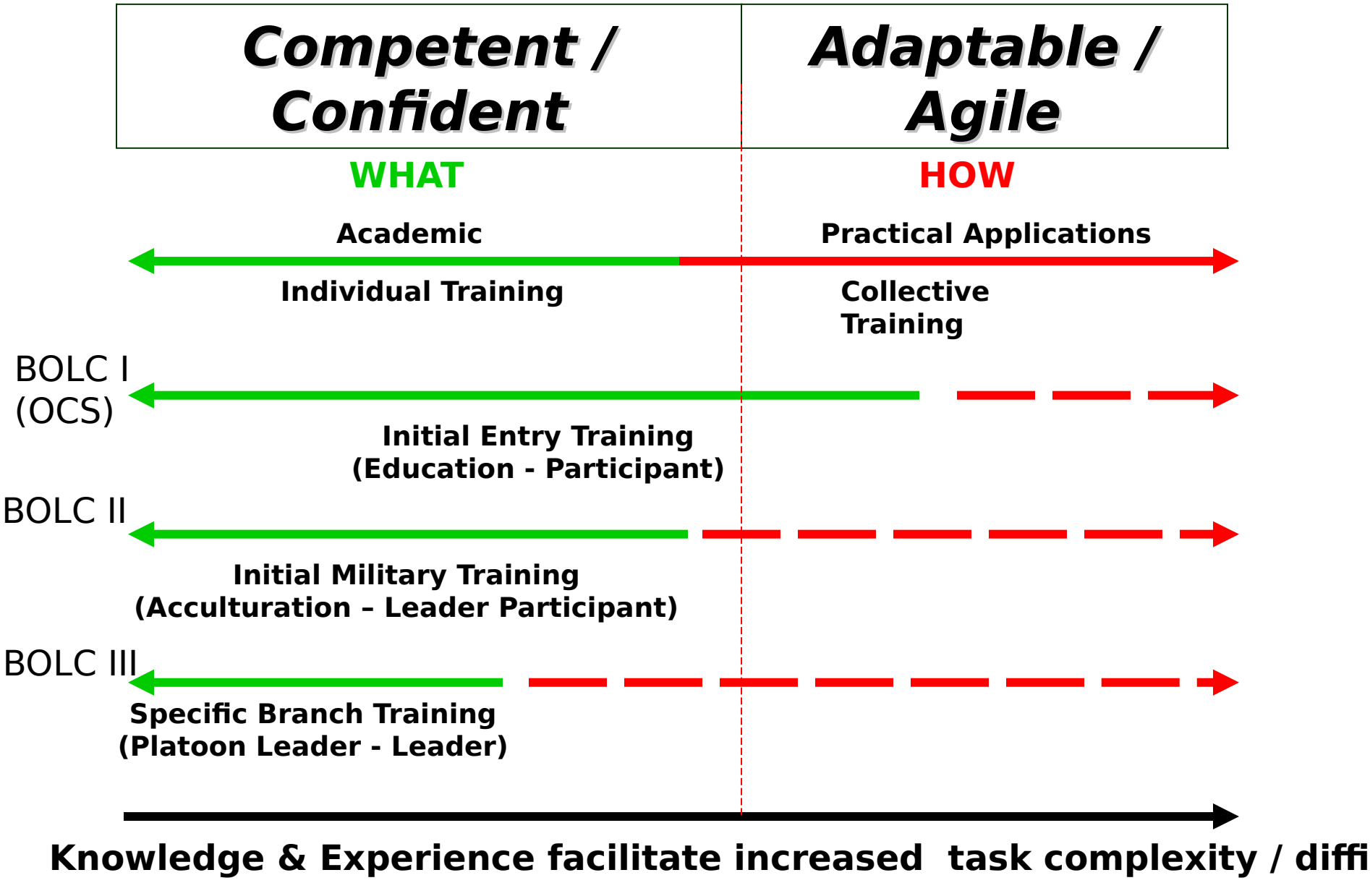
Week 12
- Final Admin / Out processing
- Graduation Formal
- Family SRP
- Graduation / Commissioning



199th Infantry Brigade

BOLC Process

COL Terry L. Sellers
CSM Darrin J. Bohn


Competent / Confident
Adaptable / Agile
WHAT
HOW
Academic
Practical Applications
Individual Training
Collective Training
BOLC I (OCS)
Initial Entry Training (Education - Participant)
BOLC II
Initial Military Training (Acculturation – Leader Participant)
BOLC III
Specific Branch Training (Platoon Leader - Leader)
Knowledge & Experience facilitate increased task complexity / diffi

Overall BOLC Outcomes

- A team member possessing the character and commitment to live the Army Values and Warrior Ethos
- Confident, adaptable, mentally agile and accountable for own actions and able to act within the Commander’s intent
- Grounded in the core competences (leading, developing, and achieving) capable of serving the modular force in full spectrum operations
- Physically, mentally, spiritually and emotionally ready to fight as a ground combatant
- Proficient in basic military skills required of a junior officer (BOLC)
- Self disciplined, willing and an adaptive critical thinker capable of solving problems commensurate with position and experience

BOLC I Outcomes

- Values and Ethics
  - **Newly Commissioned / Appointed Officer who knows and understands Army values and begins to demonstrate them**
- Leadership
  - **Newly Commissioned / Appointed Officer who demonstrates knowledge of core leadership attributes and competencies and apply fundamentals of leadership at team and squad levels**
- Officership
  - **Understands and embraces the concept of officership**
- Personal Development
  - **Understands responsibilities of an officer for self development (physical, mental, spiritual and emotional) outside the institutional and organizational domains**
- Technical Competence
  - **Possesses fundamental knowledge and understanding of basic military skills and Army management systems required of a junior officer**
- Tactical Competence
  - **Possess basic military skills and demonstrates knowledge of the orders process and troop leading procedures while executing small unit tactics**
  - **Experiences an introduction to WTBD and fundamentals of Army operations**

BOLC II Outcomes

- Values and Ethics
  - **Junior Officer who demonstrates Army Values and applies them to personal and professional decision making**
- Leadership
  - **Junior Officer that can apply core leadership attributes and competencies, and demonstrate proficiency at team and squad levels**
- Officership
  - **Accepts and demonstrates new roles and responsibilities as a member of the profession of arms**
- Personal Development
  - **Applies responsibilities of an officer for self development (physical, mental, spiritual and emotional) outside the institutional and organizational domains**
  - **Understands responsibilities to inspire self development in subordinates**
- Technical Competence
  - **Practices the application of technical aspects of warrior tasks and battle drills**
  - **Applies Army management systems and sustainment functions**
- Tactical Competence
  - **Applies Troop Leading Procedures (TLP's)**
  - **Applies critical thinking and problem solving**
  - **Understands and applies warrior task and battle drills and fundamentals of Army operations**

BOLC III Outcomes

- Values and Ethics
  - **Junior Officer that embodies, lives and defends the Army values**
- Leadership
  - **Junior Officer possesses attributes and competencies to assess, train and lead in their first unit of assignment**
- Officership
  - **Applies roles and responsibilities at first unit of assignment**
- Personal Development
  - **Demonstrates self development and an understanding of the life long learning process for themselves and future subordinates**
  - **Advances personal and professional development as the future of the Army**
- Technical Competence
  - **Demonstrates technical skills proficiency for individual branch integration as a member of the combined arms team**
  - **As a leader applies Army management systems and sustainment functions**
- Tactical Competence
  - **Makes appropriate decisions based on doctrine (includes TLP's), assessment, critical thinking and judgment to provide a solution to a tactical problem**
  - **Functions as a leader in employing warrior task and battle drills and branch defined technical and tactical skills**
  - **Adapts Troop Leading Procedures and problem solving skills to branch specific mission support requirements**
  - **Executes branch defined missions in support of full spectrum operations**

Summary

- USAAC
- USACC
- OCS
- BOLC Process/Outcomes

Backup Slides

BOLC Outcomes

- Leader and team member possessing the character and commitment to live the Army Values and Warrior Ethos
- Confident, adaptable, mentally agile and accountable for own actions and able to act within the Commander’s intent
- Leaders grounded in the core competences (leading, developing, and achieving) capable of serving the modular force in full spectrum operations
- Physically, mentally, spiritually and emotionally ready to fight as a ground combatant
- Proficient in basic military skills required of a junior officer (BOLC)
- Self disciplined, willing and an adaptive critical thinker capable of solving problems commensurate with position and experience

What improvements can be made to increase the efficiency of leader development? RESOURCING, OFFICER ACCESSIONS STRATEGY, REVIEW OFFICER PROFESSIONAL DEVELOPMENT TIMELINES AND REQUIREMENTS
What leader development challenges do we face? RECRUITING / ACCESSIONS, RETENTION OF QUALITY OFFICERS, CAREER GATES WHILE SIMUKLATANEOUSLY DEVELOPING BREADTH OF ABILITIES/COMPETENCIES,
How do we increase the effectiveness and synchronization between all three leader development domains?
How do we create a more holistic integrated leader development system that embraces harmony and synergy across all three domains? YES
Do we need a leader development doctrine? STRATEGY, DOCTRINE, POLICIES AND METHODS NEED TO BE INTEGRATED ALONG WITH RESOURCING
Is the Army leader development strategy adequate?